

CHANCE GIVES C. & H. TO WORLD

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he succeeded in interesting Mr. Quincy A. Shaw in his project. Mr. Shaw assisted him in buying from the St. Mary's Mineral Land company the land to the south of his original purchase. Finally Mr. Shaw and his friends acquired from Hulbert a controlling interest in these lands and further options on this property, which was already known as Calumet.

"The final settlement with Hulbert came in the dark days of the history of the mine, when he chose to exchange his Calumet holdings for an interest in the Huron mine. The latter went to pieces and other ventures of Hulbert's were unfortunate. But Mr. Shaw, with unusual generosity, pensioned him handsomely and he passed the last years of his life in Italy, where he lived in comfort to a good old age.

"Let us now turn back to the affairs of the mine where we left them to follow Hulbert's fortunes. Shortly after Mr. Shaw and his friends purchased Calumet, the same interest bought the adjoining land to the south, which was to become the Hecla mine. It has not been possible to find any records of the exact dates of these events. Hulbert went back to Michigan to develop the Calumet mine and began to make openings for the company early in 1866. Now work was done on Hecla until the fall of that year.

"Meanwhile Mr. Shaw's brother-in-law, a young naturalist at Harvard university, was eagerly watching the course of these events. Alexander Agassiz, at that time barely turned 30, was educated as an engineer, but his inherited love of science had drawn him to his father's museum, where he filled the position of an impetuous assistant. In the summer of 1866 Mr. Agassiz took a vacation from the museum and came up to Michigan to judge for himself of the promise of the mine. On his return he was made treasurer of both companies.

"Toward the end of the year it became evident that conditions at the mine were unsatisfactory, that the local management was becoming involved and was not able to make the Calumet mine pay. The openings on the Hecla property had only just been started. The first rock mined was exceedingly rich and the management seemed to have lacked the knowledge of how to mine the rock or to treat it after it was mined. Large open pits on the Hecla were made which could not be continued for any depth and which would only permit of a very limited output. An attempt was made to smelt the rock; when this failed Mr. Hulbert leased a mill in Hancock, bought 100 teams of horses

and proceeded to haul the rock in wagons about 13 miles. Such methods began to bear their natural fruit; things went from bad to worse. The hard, tenacious and finely subdivided conglomerate was found to be a very different thing to mine and mill from any rocks hitherto worked in the district. The best experts of the day declared that the lode could not be operated at a profit, and the enterprise threatened to end disastrously for all involved. But there was one man who insisted that it could be made to pay, and that he could do it: this man was young Mr. Agassiz. Finally, when affairs looked very bad, the management in Boston decided to give him a chance, and sent him to the peninsula to relieve Hulbert in the management of both mines.

"Mr. Agassiz reached Calumet early in March, 1867. The camp consisted of a collection of shanties, and the so-called hotel in which he took up his headquarters was little more than a cabin on the edge of the forest. Mrs. Agassiz, who joined him later, wore a pistol when she went out walking with her little boy. When she left, the baby's perambulator was passed on to the younger brother of the present general manager. Her youngest son, now at the head of the company, was not then in existence.

"In order to fully appreciate what Mr. Agassiz succeeded in accomplishing during his residence at Calumet, it is well to remember that the Keweenaw peninsula was in those days as inaccessible in summer as Alaska is today; and after the close of navigation the region was practically cut off from the rest of the world. For Green Bay was then the terminus of the railroad, from where it was a trying sleigh ride of many days to Calumet.

"Mr. Agassiz found on his arrival that practically nothing had been done to develop either mine along legitimate lines. What little had been done had been done wrong. In one of his earliest letters to Mr. Shaw he complained that there seemed to be no company of any kind on hand except hay and oats.

"Under such trying circumstances, with many hands against him, and looked on with distrust as an inexperienced outsider, all things had to be started afresh, and the mistakes of the former management corrected. The old letter books, with their faded copies of the correspondence between Mr. Agassiz and Mr. Shaw, reveal in some measure the gallant teamwork of the two men, as they strove against what seemed hopeless odds to get the mines on their feet. Mr. Agassiz, with insufficient means, was trying to establish order out of chaos at Calumet; Mr. Shaw, in Boston, loaded with debts, and saddled with the collapsing Huron mine, was struggling to obtain funds from a community that had lost confidence in the enterprise. On more than one occasion they appear to have been on the point of being forced to give up the fight and sell out for what they

could get. As Mr. Agassiz wrote years afterward: "If Quinn had ever known when he was beaten we should never have pulled the thing off."

"All day long Mr. Agassiz rushed from one place to another. The thing I drive and look after is the only thing that goes," he writes Mr. Shaw, "and just as fast as I pass from one thing to another, just so fast do things move. I ought to have had three good men instead of being compelled to do all I have to do myself. There is not a thing, down to seeing that the cars get unloaded when they come here with materials, which I don't have to look after myself, and some days I am in utter despair." After such a strenuous day, he would sit at his desk far into the night writing business letters, straightening out the accounts and planning how best to make every cent tell. Mr. Shaw meanwhile was financing the mines as best he could in Boston, and receiving substantial aid from Mr. John Simpkins, for many years the selling agent of the company.

"Mr. Agassiz lived nearly two years at Calumet. During that time he succeeded in properly reopening and equipping two complete mines in the wilderness, besides building and fitting out a mill at Calumet, fed by the little stream that flowed through the village, and a similar mill at Torch Lake for the Hecla mine. Each mill was provided with two ball heads and the necessary foundations and provisions for installing two more. In addition he constructed four and three-quarters miles of railroad through the forest to Torch lake, beelines, and dredged a communication with the navigation of the Great Lakes.

"By the early summer of 1868 daylight began to appear and the endless difficulties commenced straightening out. The last serious setback was the cutting of the Calumet dam by some men in the employ of Agassiz's enemies. But by this time the confidence and support of the community and a willing crew was rushed to the repair of the dam, and all was soon running smoothly again. By the end of the summer two prosperous little mines were producing between about 25 tons of metal a month. And before the close of navigation the conditions were such that Mr. Agassiz felt satisfied to leave the mines in charge of Captain George Harris.

"It would be entirely outside the province of this little pamphlet to attempt any description of the gradual growth of the mines from such comparatively small beginnings to the tremendous industry that it has today become. An industry which in some months handles the vast output of 11,000 tons of rock a day.

"Hecla paid its first dividend on December 15, 1869, and Calumet followed suit on August 5, 1870. In May, 1871, the Calumet mine, the Hecla mine and the Portland and the Scott

PROGRESS REPORTED AT TOWN OF AJO AND MINES OF COMPANY

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Prices quoted in this country are authoritatively claimed to be the true index of the copper metal market. The charge has been made by consumers that present prices here are prohibitive, but a large seller answers the charge by saying: "Present prices might be prohibitive just now, but conditions will adjust themselves ere long to the supposedly high price of copper metal, and these same prices might become comparative. Before the end of 1917 copper metal at 20c a pound might be considered exorbitant but reasonable."

The true status of the situation is that never before in the history of the trade have sellers been booked so far in advance. In normal times 30 and 60 days are the periods ahead on which sales are made, and a transaction for 90 days is considered an unusual one. Now sellers are booked practically full until the beginning of the year, and some contracts are for deliveries up to the close of the year. This accounts for the firm stand which the large interests have taken on their quotations. That more foreign business is coming is assured. All the warring nations are consuming copper at a greater rate than ever before, and will continue to do so, and even after peace has been established there will be a large demand for reconstruction purposes and replenishment of stocks of those countries which at present are unable to purchase the metal here.

Although during the past month or more there has been little or nothing doing in the market, inquiries being only for small lots, yet there are many indications that lead to the belief that some large business is coming and coming soon, unless all signs fail.

The present situation is virtually analogous to that which existed prior to the previous buying movement, when prices were lowered on a comparatively small amount of business, but at the first sign of a buying movement of proportions there was a corresponding increase in the price of the metal, which is similar to the condition which exists at the present time in the metal market. The indications are that the price of the metal will be maintained at around the present level of 25c for some time to come. At this price there is an enormous profit, most producers making several hundred per cent on their output.

Mining companies were consolidated into the Calumet & Hecla Mining company with Mr. Shaw as its first president. In August of the same year he retired to the board of directors and Mr. Agassiz was elected president, a position which he held until his death in 1910. Mr. Shaw and Mr. Agassiz directed the policy of the mine until a few years before the former's death in 1908. As Mr. Shaw had no training as an engineer, the development of the mine itself fell to Mr. Agassiz, who always visited the mine twice a year, assured himself of the actual conditions there and the proper execution of all the work planned.

"On Captain Hardie's retirement as general manager he was succeeded for a short period by Mr. T. W. Buzzo, who gave place to Mr. R. J. Wood, elected in the fall of 1871. The next man to fill this position, Mr. James N. Wright, served from his appointment in May, 1873, until his resignation on January 1, 1892. Mr. Wright was succeeded by Mr. S. E. Whiting, who resigned in 1891. Owing to his ill health, work at the mine was at times directed by his assistant in charge. This position was filled by Mr. J. P. Channing in 1893-94, and by Mr. S. D. Warriner from 1897 to 1901. Mr. James MacNaughton, the present general manager, who has grown up with the district, was appointed in 1901; and the management of the Boston office has fallen on the shoulders of a younger generation.

"It is impossible to give here an adequate acknowledgment of the work of the many men who have helped to make the Calumet & Hecla what it is today. And with full recognition of the able and faithful services of others, it must be recognized that Alexander Agassiz's was the guiding hand that directed the evolution of the mine.

"The growth of the Calumet mine was founded on his policy of looking ahead to see what the conditions would be years later, to make ready for them far in advance, and to keep the mine opened up a long period ahead of the work. For instance, the 'Superior' engine installed in 1883, was designed to hoist six skips, from a depth of 4000 feet, and also to run four Rand compressors. As the mine was then hoisting two and a half ton skips from an average depth of about 1500 feet, the engine was greatly in excess of the needs of the day, and was considered by many people a white elephant. In

1911 it was hoisting five-ton skips from a depth of 6000 feet!

"Mr. Agassiz never hesitated to spend money freely for a future return, and to build not only for the coming year, but for the next generation. A less enlightened method would never have enabled the company to handle so economically today such vast quantities of low grade rock as it is now hoisting from the depths of the mine.

"Such a policy naturally incurred great expense, and there has been no little criticism in the past of the extravagant management of the mine, by those who were unable to see the benefits ahead. It is worth emphasizing that many of these complaints came from the very men who had previously declared that the Calumet conglomerate could not be worked at a profit.

"What Mr. Agassiz accomplished was in a great measure due to his ability to handle men, to make them like and respect him. And if they

BISBEE-AJO COPPER COMPANY

The development work on this property is progressing at a rapid pace at this time from information sent in by Mr. Ed Sweeney who has charge of the mining operations. He states that at one place a trench had been dug for a distance of 800 ft. (across the formation) that disclosed ore for the entire length, and that ore had been uncovered in other places on the surface that gives great promises for a large ore deposit below. Sinking is now in progress that will no doubt place this mine among the real producers.

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